

## South Carolina Arts Commission Fiscal Year 2017-2020 Strategic Plan

**Outcome 1: South Carolina citizens and visitors benefit from diverse opportunities for relevant, rewarding arts experiences in communities throughout the state. <sup>1</sup>**

**Objectives:**

A. *Arts availability*: arts opportunities are available in all S.C. communities

B. *Relevant experiences*: arts providers engage their communities to develop relevant programs, make people aware of opportunities, and ensure that participants benefit from/enjoy arts experiences

C. *Equitable access*: work to remove barriers that limit arts participation, particularly among rural communities, people with disabilities and people of color

D. *Creative expression*: celebrate and support the many ways South Carolinians engage in artistic expression and creativity

Strategic Methods	Timeline (FY)	Products/Activities	Measurements/Desired results	Primary Staffing
1.1: Staff assistance	Target opportunity counties, communities, populations		Grants and / or services in every county	
	Ongoing	Provide SCAC grants and services in targeted counties	Use formula established by Legislative Audit Council to track grant activity in counties Target = 46 counties served	Coordinators
	Ongoing  FY 2017  FY 2018	Continue work in Promise Zone <ul style="list-style-type: none"> <li>Model innovative rural development practices</li> <li>Seek additional funding from USDA and other partners</li> <li>Promote and present work nationally</li> </ul>	Expanded engagement via the arts in 6 federally-designated rural counties  Funding support for program expansion  Elevate SCAC's national profile as innovator in rural arts/community development	Susan DuPlessis
	Ongoing	Gullah Geechee Corridor: <ul style="list-style-type: none"> <li>SCAC functions as partner and facilitator</li> <li>Develop/launch web content about partnership for SCAC web site</li> </ul>	Continued engagement with a key cultural segment of SC  Improve access to information about SCAC's work in the Corridor, promote Gullah artists and festivals within the region	Susan DuPlessis Coordinators
		504/ADA: Serving interests of people	More direct engagement with partners	Access SC (partner)

<sup>1</sup> For the purposes of this strategic plan, Outcome 1 has been focused on addressing the agency's mandate to serve *all* South Carolinians. Strategies and activities described for this outcome are designed to reach into "opportunity" communities and populations – specific counties that have historically not been highly served by SCAC programs and services, and specific populations such as minorities, people with disabilities, or people living in high-poverty and rural areas.

## South Carolina Arts Commission Fiscal Year 2017-2020 Strategic Plan

		with disabilities		
		Demonstrate and encourage best practices in cultural participation	SCAC programs model diversity, fairness and inclusion, and encourage the field to do the same.	Susan DuPlessis Coordinators
1.2: Direct programs		Opportunity Initiative	Expanded services, relationships and arts development in targeted communities	
	FY 2017 FY 18-19	Develop a cadre of artists & organizations to work in Opportunity communities <ul style="list-style-type: none"> <li>• Pilot projects</li> <li>• Implementation</li> </ul>	Engage and train artists from outside and within opportunity communities to address rural needs through the arts	Susan DuPlessis
		Explore alternative ways to communicate opportunities to targeted communities	Targeted methods of communication yield higher participation/engagement/funded activities in targeted communities	Jason Rapp Susan DuPlessis
	Ongoing	Twiggs Scholars Advisory Board	Advisory board assists with diversity issues in SCAC programs, helps diversify community resources engaged by SCAC	Susan DuPlessis
		Folk & Traditional Arts		
	FY 2017 FY 17-18  FY 2018	Tradition Bearer's Survey <ul style="list-style-type: none"> <li>• Data analysis</li> <li>• Revisit some counties as needed</li> <li>• Develop recommendations for outreach and programming</li> </ul>	Increased opportunities for folk & traditional artists identified in survey	Laura Green
	Ongoing	Folk Heritage Awards	At least 2 awards annually recognize excellence and achievement	Laura Green
1.3: Grant making	Ongoing	Horizon grants	Low-barrier grants awarded in opportunity counties	Coordinators Grants Office
	Ongoing	ACCESS grants	Grants awarded to support arts opportunities for people with disabilities	Coordinators Grants Office
	Ongoing	Folk & Traditional Arts grants	Grants awarded to support preservation and presentation of diverse traditional arts	Laura Green Coordinators

**South Carolina Arts Commission  
Fiscal Year 2017-2020 Strategic Plan**

				Grants Office
	Ongoing	Explore further innovative, low-barrier approaches to grant-making; strive to remove barriers to access in current grant programs	SCAC resources are accessible and available to a diverse range of communities, individuals and organizations	Executive Director Deputy Directors Grants Office
1.4: Partnerships		Gullah Geechee Heritage Corridor	Deepen engagement with a key cultural segment	Susan DuPlessis
		Riley Institute <ul style="list-style-type: none"> <li>One SC conference</li> <li>Diversity Leaders Initiative</li> </ul>	Assist in planning an arts track at annual One SC conference / showcase diverse SC artisans & artists SCAC-identified participants in DLI	Susan DuPlessis Executive Director
		Promise Zone Rural LISC	Expanded engagement in a 6-county federally-designated rural region	Susan DuPlessis
		U.S. Dept. of Agriculture	USDA grants and staff support activities in rural SC	Susan DuPlessis
		State Library	Access to network of local branch libraries as community centers	
		Arts Access SC	Support for projects creating opportunities for people with disabilities through the arts	Access SC (partner)
		McKissick Museum	Institutional support for folk and traditional arts	Laura Green
		Universities and satellite campuses	Explore diverse points of access & resources in Opportunity Communities	Deputy Directors
		SC Humanities	Financial & program support for Folk/Traditional arts and other activities	
		Rural Policy Research Institute (RUPRI)	SCAC functions as a southern satellite, links to national initiatives	Susan DuPlessis

## South Carolina Arts Commission Fiscal Year 2017-2020 Strategic Plan

<b>Outcome 2: South Carolina’s professional artists have opportunities to produce excellent art and build satisfying, sustainable careers in our state.</b>				
<b>Objectives:</b> <i>A. Partnerships &amp; networks:</i> Partnerships and peer networks create professional opportunities and make more efficient use of artists’ resources. <i>B. Artists as citizens:</i> Artists play active roles in communities as resources, leaders, developers, teachers, mentors, advocates and officials to increase opportunities, raise visibility and develop communities that support artists. <i>C. Lifelong learning:</i> Artists participate in a learning continuum for pre-professional to ongoing career training that strengthens business practices as well as artistic skills.				
<b>Strategic Methods</b>	<b>Timeline (FY)</b>	<b>Products/Activities</b>	<b>Measurements/Desired results</b>	<b>Primary Staffing</b>
2.1: Staff assistance	Statewide leadership, planning & coordination		Research, task forces, steering committees, budgeting, etc.	Arts Discipline Coordinators
	Ongoing	Services for artists <ul style="list-style-type: none"> <li>• Grant advisement</li> <li>• Networking/connecting</li> <li>• General information resource</li> <li>• Local constituent assistance</li> </ul>	Stay current in the changing world of artists – changing needs, expectations, art forms, points of access	Arts Discipline Coordinators
2.2: Direct programs	Recognize excellence and achievement			
	Ongoing	Verner Awards	Recognize individual artists Engage award-winning artists in SCAC education & community arts programs	Verner Award Coordinator
	Ongoing	Folk Heritage Awards	Recognize folk & traditional artists Engage award-winning artists in SCAC education & community arts programs	Laura Green
	FY 2017 FY 2019	First Novel Prize	Recognize outstanding emerging literary artists, publish 1 new novel every 2 years Opportunities to spotlight national profile	
	Rotating cycle	Artist Fellowships	Recognize artistic excellence Support artist career development Award 4 fellowships/year	Ce Scott-Fitts Coordinators
	FY 2017-19	Artists Roster Reboot (see section 3.2)	Review, revise and promote this tool linking artists to schools and communities	Ashley Brown Coordinators

**South Carolina Arts Commission  
Fiscal Year 2017-2020 Strategic Plan**

	FY 2017	State Art Collection <ul style="list-style-type: none"> <li>Develop acquisition plan</li> <li>Promote/market the collection</li> </ul>	Spotlight significant SC artists	Harriett Green
	Professional development, training, convening			
	Q2 2018 Q2 2020	Statewide Arts Conference	Tracks designed for artists	SWAC Coordinator
	Ongoing Fall/Spring	Artist U <ul style="list-style-type: none"> <li>Convening artists</li> <li>Professional development / training</li> </ul>	Determine future program model and level of SCAC involvement Selected artists participate in a cohort to support quality of life/artistic work balance	Ce Scott-Fitts AU/Andrew Simonet AU facilitators
	Ongoing Fall/Spring	Artist Ventures Initiative Workshops	Artist training, supports successful artist application/participation in AVI program	Ce Scott-Fitts
	FY 2019	Explore discipline-based convenings	Create professional development and networking opportunities for artists	Coordinators
	Explore new or expanded programs			
	Ongoing	Local / regional exhibitions	Create opportunities to show work Exposure outside SC	Coordinators
	FY 2017 FY 2018 FY 2019	Facilitate micro-lending <ul style="list-style-type: none"> <li>Planning</li> <li>Pilot</li> <li>Implementation</li> </ul>	Support artist-driven businesses by improving access to capital	Ce Scott-Fitts
	FY 2017 FY 2018 FY 2019	Business planning for artists <ul style="list-style-type: none"> <li>Planning</li> <li>Pilot</li> <li>Implementation</li> </ul>	Support artist businesses by improving business skills	Ce Scott-Fitts
		Bring media and design arts back into SCAC portfolio	Renew support of growing fields of artistic expression and creative industry	Executive Director Coordinators
2.3: Grant making	Ongoing	Traditional Arts Apprenticeships (TAA)	Support master and apprentice artists in perpetuating traditional art forms	Laura Green Grants Office
	Ongoing	Artist Ventures Initiative (AVI)	Support artist businesses with start-up funds	Ce Scott-Fitts Grants Office
	Ongoing	Artist Fellowships	Acknowledge artistic excellence, support	Jason Rapp

**South Carolina Arts Commission  
Fiscal Year 2017-2020 Strategic Plan**

			artist career advancement	Coordinators Grants Office
	Ongoing	Quarterly Project Support	Small-grant support for artist-driven projects	Coordinators Grants Office
	Ongoing	Presenting/Performing Grants	Support local presentations of SC performing artists	Coordinators Grants Office
2.4: Partnerships		Higher education	Inform content of arts curricula and degree requirements Better prepare students for arts careers More direct engagement between higher education & SCAC	Executive Director
		Artist U	Provide motivational and practical work/life balance training for artists	Ce Scott-Fitts
		McKissick Museum	Institutional and program support for folk and traditional artists	Laura Green
		Hub City Press	Support programs/services for literary artists	
		S.C. Arts Foundation	Financial support for programs serving artists	Harriett Green
		Finance institutions	Micro-lending and other services supporting financial health for artists	Ce Scott-Fitts
		SC Arts Alliance	Advocate for favorable public policies for artists	Executive Director
		State Library	Support for literary programs	Coordinators
		SC Humanities	Support for programs serving artists	Coordinators
		Volunteer Lawyers for the Arts	Access to low-cost legal services for artists	Harriett Green

## South Carolina Arts Commission Fiscal Year 2017-2020 Strategic Plan

**Outcome 3: Students receive a comprehensive education in the arts that develops their creativity, problem solving and collaborative skills, and prepares them for a lifetime of engagement with the arts and productive citizenship.**

**Objectives:**

A. *Partnership*: Public and private entities employ local, state and national partnerships to advance education in and through the arts for South Carolina's students.

B. *Public Policy*: Organizations, decision-makers and advocates work together to create local, state and national policies that ensure a quality, sequential, standards-based arts education for all students.

C. *Innovative Teaching*: Organizations and advocates promote the value of arts education and arts-integrated learning as innovative models of effective teaching.

D. *Capacity*: Public and private organizations help schools increase their capacities to provide a quality, comprehensive arts education and to integrate the arts with other core subjects.

Strategic Methods	Timeline (FY)	Products/Activities	Measurements/Desired Results	Primary Staffing
3.1: Staff assistance	Statewide leadership, planning & coordination			
	Ongoing	Arts in Basic Curriculum leadership	Policy-making, direction and planning	Ashley Brown ABC Project (partner)
	Ongoing	Statewide boards, committees, task forces	Represent interests of SCAC/arts community in education planning & policy	Ashley Brown
	Q3 2018	Integrate folk & traditional arts with SCAC arts education programs	Utilize folk & traditional arts as teaching tools across subjects	Ashley Brown Laura Green
	Services to schools and organizations			
	Ongoing	Local constituent assistance	Access to information and resources	Coordinators
	Q1 2017 Q1 2018 Q1 2018	Grant writing workshops <ul style="list-style-type: none"> <li>Schools and districts</li> <li>Regional</li> <li>Webinars</li> </ul>	Access to SCAC financial support for arts education activities	Ashley Brown Grants Office
	Services to artists			
	Q1 2019	Teaching artist training	Planned, sequential platform for teaching artist professional development	Ashley Brown
3.2: Direct programs	Recognize excellence and achievement			
		Poetry Out Loud		Ashley Brown

**South Carolina Arts Commission  
Fiscal Year 2017-2020 Strategic Plan**

	Q3 2017 Q4 2018	<ul style="list-style-type: none"> <li>Expand reach of program into Opportunity Communities</li> <li>50<sup>th</sup> Anniversary component</li> </ul>	Expand participation in POL, specifically in Opportunity Communities Engage POL alumni. “Where are they now?”	POL staff
	Ongoing	Verner Awards	Recognize accomplishments in arts education	Verner Award Coordinator
	FY 2017 Q1 2018 Q1 2019	Overhaul Artists Roster <ul style="list-style-type: none"> <li>Research, planning &amp; development</li> <li>Launch redesigned Roster (50<sup>th</sup> anniversary)</li> <li>Training for teaching artists</li> </ul>	Review, revise and promote this tool linking schools and communities with artists	Ashley Brown
	Communication and information resources			
	Ongoing	Communication	Intentional, aggressive, persistent messaging about arts education successes in SC.	Jason Rapp Ashley Brown
	Q1 2019	Explore creation of an arts education online portal	Recommendation of 2014 Arts Education Task Force: centralized online resource for arts education	Ashley Brown Jason Rapp
3.3: Grant making	Ongoing  FY 2019	Teacher Standards Implementation (TSI) <ul style="list-style-type: none"> <li>Target Opportunity Counties</li> <li>Review/revise guidelines for new academic standards</li> <li>Address media and design arts</li> </ul>	Low-barrier grant program addresses needs of classroom teachers to satisfy S.C. Dept. of Education’s academic standards through the arts	Ashley Brown Grants Office
	Ongoing	Arts Education Projects (AEP) <ul style="list-style-type: none"> <li>Assess progress of program</li> </ul>	Support quality in-school, after-school and summer arts education programs offered by schools and community organizations	Ashley Brown Grants Office
	Ongoing	Arts in Basic Curriculum Advancement (ABC)	Support quality, comprehensive arts education planning and implementation	Ashley Brown Grants Office
3.4: Partnerships		Arts in Basic Curriculum Partnership	Partners oversee the success of the ABC Project	Ashly Brown Executive Director ABC Project (partner)
		S.C. Department of Education		Executive Director



**South Carolina Arts Commission  
Fiscal Year 2017-2020 Strategic Plan**

	FY 2018	<ul style="list-style-type: none"> <li>• Abbeville Settlement</li> <li>• Read to Succeed: Add literacy endorsement for arts teachers</li> <li>• 21<sup>st</sup> Century site partnership development</li> <li>• Curriculum standards revisions</li> <li>• Connect to district superintendents</li> <li>• Office of School Transformation</li> </ul>	<p>Settlement includes arts education, SCAC participates in solutions SCAC programs support RTS legislation</p> <p>Increase arts experiences in after school and summer programs SCAC/arts representatives participate in standards revisions More direct communication and deeper relationships Arts are fully utilized to support SDE work in underperforming schools</p>	Ashley Brown ABC Project (partner)
		Palmetto State Arts Education	Increased representation at conferences	Ashley Brown
		S.C. Arts Alliance	Advocacy for arts education	Executive Director
		Coalition for Arts Education Presidents: Ex-officio on: <ul style="list-style-type: none"> <li>• SC Music Educators Assn.</li> <li>• SC Art Education Assn.</li> <li>• SC Theater Assn.</li> <li>• SC Dance Assn.</li> <li>• SC Council for Teachers of English</li> </ul>	Increased representation/participation in member organizations	Ashley Brown
		Local partners – targeted communities <ul style="list-style-type: none"> <li>• After school/summer programs</li> </ul>	Local arts and non-arts partners advance statewide education goals in their communities, build on work started with the 2014 Arts Education Task Force	Ashley Brown
		Transform SC	SCAC participates in shaping business-driven state priorities for education	Executive Director Ashley Brown
		USC Office of Program Evaluation	Plan, develop and implement data collection methodologies to support SCAC arts education programs	Ashley Brown

## South Carolina Arts Commission Fiscal Year 2017-2020 Strategic Plan

**Outcome 4: S.C. arts organizations and other arts providers have the capacity and necessary resources to deliver relevant, high quality arts experiences to citizens and visitors.**

**Objectives:**

*A. Funding and support:* Public and private sectors provide funding and other support for arts providers. Individuals participate as board members, volunteers, donors and audiences.

*B. Accountability:* Arts providers follow best practices in strategic planning; board, staff and volunteer development; financial management; programming; communications and technology to ensure sustainability, quality and relevance to their communities.

*C. Partnerships and networks:* Arts providers develop networks and pursue a “seat at the table” with other sectors responsible for community planning, economic development, tourism, education, etc. on local, state and regional levels.

Strategic Methods	Timeline (FY)	Products/Activities	Measurements/ Desired results	Staffing
4.1: Staff assistance	Statewide leadership, planning and coordination			
	Q1 2017	Creative Sector task force	Facilitate statewide planning in community arts development Adjust SCAC services to meet needs of LAAs, and local arts providers	Susan DuPlessis Executive Director Deputy Directors
	Local constituent assistance			
	Ongoing	Grant advisement	Assistance with accessing SCAC grant resources	Coordinators
	Ongoing	Networking/connecting	Facilitate relationships that assist local arts providers in achieving their goals	Coordinators
	Ongoing	Referrals and resources	Provide or refer to resources that strengthen local arts organizations	Coordinators
	Training for arts organization staff and others		Webinars, online tutorials, convenings	
	Annually	Newbies meetings	New arts professionals meet, network, learn about role of SCAC in statewide arts community. One meeting/year	Susan DuPlessis
	Annually	LAA exec. Directors mtgs.	Local arts council leaders meet, share best practices, network. One meeting/year	Susan DuPlessis
	Q2 2018 Q2 2020	Statewide Conference	Arts professionals meet, learn, network with peers statewide	SWAC Coordinator

**South Carolina Arts Commission  
Fiscal Year 2017-2020 Strategic Plan**

			Conference every other year	
	Ongoing	Local/regional meetings	Local meetings for arts community for networking, information sharing, training	Coordinators
	Ongoing 2x/year	Network & Knowledge seminars	Professional development courses offered by SCAC staff as requested by local arts community	Coordinators
	FY 2017 FY 2018 FY 2019	Cultural tourism development <ul style="list-style-type: none"> <li>• Planning</li> <li>• Pilot</li> <li>• Implementation</li> </ul>	Pilot program to assist local arts & cultural organizations in developing and promoting African American arts/cultural destinations	Coordinators SC African American Heritage Commission (partner)
<b>4.2: Direct Programs</b>	<b>Creative Placemaking</b>			
	Ongoing Q1 2017  Q1 2017	Cultural Districts <ul style="list-style-type: none"> <li>• Certify new cultural districts</li> <li>• Activate a statewide cohort of cultural districts</li> <li>• Connect to national cultural districts exchange (AFTA)</li> </ul>	Demonstrate the impact of creative clusters on local economic and community development	Jason Rapp  Americans for the Arts (partner)
	Ongoing	ArtPlace America	Facilitate bringing ArtPlace America resources to SC	Susan DuPlessis
	Ongoing	NEA/Our Town	Facilitate bringing Our Town resources to SC	Susan DuPlessis Coordinators
	Recognize excellence and achievement			
	Ongoing	Verner Awards	Recognize organizational excellence	Verner Coordinator
	Ongoing	Folk Heritage Awards	Recognize F&TA advocacy by organizations	FHA Coordinator
	Strengthen organizations and capacity			
	Ongoing	Leadership and Organizational Development	Deliver customized services to strengthen organizations and local arts leadership	Coordinators
	Ongoing	Business continuity planning	Communicate importance of emergency planning and preparedness for arts groups	Coordinators
		Peer Advisory Network	Revive advisory network in partnership with SC Arts Alliance	SC Arts Alliance (partner)
	Q2 2018	Statewide Conference	Professional development, networking	SWAC Coordinator

**South Carolina Arts Commission  
Fiscal Year 2017-2020 Strategic Plan**

	Q2 2020		opportunities	
	FY 2019	Explore discipline-based convenings for arts organizations	Professional development, networking opportunities	Coordinators
	FY 2017	State Art Collection <ul style="list-style-type: none"> <li>• Develop a plan for future purchases</li> <li>• Promote and market the collection</li> </ul>	Make contemporary SC art available/accessible in communities	Harriett Green
	FY 2017	Participation Project <ul style="list-style-type: none"> <li>• Expend final Wallace funds from original 2001 award</li> <li>• Final grant documentation</li> </ul>	Support participation concepts via web site revisions, expansion Summarize funded activities	Susan DuPlessis
4.3: Grant Making	Ongoing	Access Grants	Support activities making arts accessible to people with disabilities	Coordinators Grants Office
	Ongoing	Folk & Traditional Arts	Support activities that preserve, present, promote the folk and traditional arts	Laura Green Grants Office
	Ongoing	General Operating Support	Support operations of local arts organizations	Coordinators Grants Office
	Ongoing	Operating Support for Small Organizations	Low-barrier support of operations for small arts organizations	Coordinators Grants Office
	Ongoing	Presenting/Performing Grants	Support local presentations of SC performing artists	Coordinators Grants Office
	Ongoing	Quarterly Project Support	Support local arts-based projects	Coordinators Grants Office
	Ongoing	Subgranting	Support local grant making by local arts agencies	Grants Office Local Arts Agencies
4.4: Partnerships		Coastal Community Foundation	Financial support for Quarterly Projects and Subgranting	Grants Office
		Gullah Geechee Heritage Corridor Commission	Facilitating arts and cultural components in federally-designated corridor	Susan DuPlessis
		National Endowment for the Arts	Deepen relationships with NEA staff	Executive Director Deputy Directors

**South Carolina Arts Commission  
Fiscal Year 2017-2020 Strategic Plan**

		SouthArts	Regional partner promoting business continuity planning for arts nonprofits, regional touring grants for presenters	Executive Director
		NASAA	National partner advocating for strong state arts agencies	Executive Director Deputy Directors
		S.C. Arts Foundation	Funding partner connecting SCAC with private giving opportunities	Executive Director SCAC/SCAF Liaison
		Statewide service organizations	Statewide partners supporting arts discipline- and issue-specific organizations and activities	Coordinators
		Promise Zone	A federally-designated 6-county region intended to encourage community and economic development in rural areas	Susan DuPlessis
		SC Arts Alliance	Statewide arts advocacy	Executive Director
		Americans for the Arts	National arts advocacy	Executive Director
		SC African American Heritage Commission	Cultural and historical preservation and presentation	Coordinators
		State Library	State agency serving the local library system and advocating for literacy and education	Coordinators
		SC Humanities	Statewide organization promoting and supporting humanities-based programs, including arts	Coordinators
		McKissick Museum	Institutional support for folk and traditional arts	Executive Director Laura Green
		Subgranting Local Arts Agencies	Decentralized grant support for local arts projects	Grants Office

## South Carolina Arts Commission Fiscal Year 2017-2020 Strategic Plan

<b>Outcome 5: There is broad recognition within the state and beyond its borders of the value of and unique contributions made by the arts in S.C.</b>				
<b>Objectives:</b>				
A. <i>Unified messages:</i> Artists, arts leaders and arts advocates work together to develop and communicate consistent messages about the arts in South Carolina for branding, promotion and advocacy.				
B. <i>Communicating value:</i> Arts leaders and artists effectively communicate the value of their work in ways that are meaningful to a variety of audiences.				
C. <i>Research and documentation:</i> Arts organizations and government agencies perform or commission research that documents the value of the arts.				
D. <i>Partnering for promotion:</i> Artists, arts leaders and advocates partner with entities that promote our state or region to ensure that artistic resources and accomplishments are included.				
D. <i>Relationships and advocacy:</i> Artists, arts leaders and advocates cultivate relationships with elected officials and policy makers.				
<b>Strategic Methods</b>	<b>Timeline (FY)</b>	<b>Products/Activities</b>	<b>Measurements/ Desired results</b>	<b>Staffing</b>
5.1: Staff assistance	Stay current on innovative communication practices			
	Q3 2017	Explore data visualization	Use data to tell stories, illustrate results	Jason Rapp
	Q2 2017	Explore more use of video	Use online video to tell stories, assist grants	Jason Rapp
	Ongoing	Use media metrics (reach and engagement data)	Use data to drive decisions on reaching targeted audiences	Jason Rapp
	Ongoing	Customize media outreach	Media relations methods evolve based on where/how individual outlets gather news	Jason Rapp
	Ongoing	SCAC representation at regional/national conferences	Presentations and sessions for NASAA, SouthArts, NEA, national organizations	Executive Director Deputy Directors Coordinators
	Communications support for staff & board			
	Ongoing	Standardize practices & messaging across staff	Define expectations Provide consistent messages and tools Access to relevant collateral materials Expand staff involvement in social media	Jason Rapp
	Ongoing	Support commissioners and Foundation board	Local op-eds, letters Speeches, presentations	Jason Rapp Executive Director
5.2: Direct programs	SCAC 50 <sup>th</sup> Anniversary			
	Q1 2017	<ul style="list-style-type: none"> <li>Advisory committee</li> </ul>	Communicate 50 years of impact	Milly Hough

**South Carolina Arts Commission  
Fiscal Year 2017-2020 Strategic Plan**

	2017-2018 2017-2018	<ul style="list-style-type: none"> <li>• Yearlong celebration</li> <li>• Media campaign</li> <li>• Statewide events / recognition</li> </ul>	Promote excellence Tell stories of success	Jason Rapp Executive Director Deputy Director
	2017-2018	ABC 30 <sup>th</sup> Anniversary	Communicate 30 years of impact	Milly Hough Ashley Brown ABC Project (partner)
	SC Arts Awards			
	Q4 2017 Q4 2018 Q4 2019 Q4 2020	Verner Award Folk Heritage Awards	Promote the SC Arts Awards while preserving the unique attributes of the distinct programs	Jason Rapp Verner Award Coord. F&TA Coordinator SC Arts Foundation (partner) McKissick (partner)
	A Long Range Plan for the Arts in South Carolina: 2021-2030			
	FY 2019	Research and planning <ul style="list-style-type: none"> <li>• Economic Impact</li> <li>• SC Survey</li> <li>• 2011-2020 assessment</li> </ul>	Data collection, research and planning for 2021-2030 statewide arts plan	Executive Director Deputy Directors
	FY 2020	Canvas of the People	Design and implement a statewide planning process	Executive Director Milly Hough
	Online/Digital Communications			
	Ongoing	The Hub	Promote SCAC's work and accomplishments of the field. Content and management evolve to meet needs of agency and field	Jason Rapp
	Ongoing	Arts Daily	Promote local arts events to an unlimited online audience, radio & TV audiences	Laurel Posey College of Chas (partner) SCETV (partner)
	Ongoing	Social media <ul style="list-style-type: none"> <li>• Facebook</li> <li>• Twitter</li> <li>• Others</li> </ul>	Social media plan defines goals for social media tools Expand staff involvement in social media	Jason Rapp
		Web site upgrades/redesign	Site reflects SCAC's work, provides value to	Milly Hough

**South Carolina Arts Commission  
Fiscal Year 2017-2020 Strategic Plan**

	Q1 2017 Q1 2018	<ul style="list-style-type: none"> <li>• ABC</li> <li>• SCAC Home</li> </ul>	audiences. Site design is easy to use and makes best use of available technology	Jason Rapp Laurel Posey
	Traditional (non-digital) media			
	Ongoing	Agency publications/print pieces <ul style="list-style-type: none"> <li>• Explore digital and “print on demand” publications</li> </ul>	Maximize efficiency and effectiveness of printing costs	Jason Rapp
	Ongoing	Print media	Feature articles, opinion	Jason Rapp
5.3: Grants	Review/revise guidelines for clarity, ease of use			
	Pilot Q2 2018	Video tutorials	Videos add value for grantees and applicants Remove barriers to application	Grants Office
	Ongoing	Other tutorials/aids	Remove barriers to application	Grants Office
	Ongoing	Monitor/support grantee credit of SCAC	SCAC is credited for its support	Jason Rapp Coordinators
5.4: Partnerships		ABC Partnership	ABC and SCAC materials include consistent information about programs and partners	Jason Rapp Ashley Brown ABC Project (partner)
		National/Regional Partners <ul style="list-style-type: none"> <li>• NASAA (data visualization)</li> <li>• NEA</li> <li>• SouthArts</li> </ul>	Appropriate credit for partners’ support Promote opportunities from partners	Executive Director Jason Rapp
		SC Arts Alliance	Mutual support and coordinating messaging	Executive Director
		SCETV/Public Radio	Broadcast Arts Daily announcements	Laurel Posey
		College of Charleston	Produce Arts Daily announcements	Laurel Posey
		Communicating about partnerships	Reference NEA partnerships web page	Jason Rapp
		Adequate representation & acknowledgment at state/local meetings	More awareness of SCAC role as a partner	Executive Director Jason Rapp
		SC Arts Foundation	Communicate link between SCAF / SCAC Communication value of support	Milly Hough SCAC/SCAF Liaison
		McKissick Museum	Communicate value of folk & traditional arts	Jason Rapp Laura Green



**South Carolina Arts Commission  
Fiscal Year 2017-2020 Strategic Plan**

<b>Outcome 6: SCAC programs, systems and staffing are appropriately aligned to address the agency's strategic and long range goals.</b>				
<b>Objectives:</b>				
<i>A. Develop Human Resources:</i> Empower staff with the knowledge, skills and resources to work effectively within an environment of limit funds.				
<i>B. Efficiency and Effectiveness:</i> Review and evaluate core programs and processes to maximize efficiency, effectiveness and access to the public.				
<i>C. Leadership:</i> Maintain and expand the SCAC's capacity to provide statewide leadership on key issues related to the arts.				
<b>Strategic Methods</b>	<b>Timeline (FY)</b>	<b>Products/Activities</b>	<b>Measurements/ Desired results</b>	<b>Staffing</b>
Programs & Services	SCAC delivers relevant, effective and high-quality programs and customer service			
	Ongoing	Programs reach desired audiences	Grantee final reports Staff reports Annual Accountability Report	Deputy Directors Coordinators Grants Office
	Ongoing	Programs demonstrate desired results	Grantee final reports Staff reports Annual Accountability Report	Deputy Directors Coordinators Grants Office
	Continuous Improvement			
	Ongoing	Evaluate selected programs annually	Collect & use data to evaluate programs	Deputy Directors
	Ongoing	Improve customer satisfaction	Program review & assessment Track customer satisfaction ratings	Deputy Directors Grants Office
	Partnerships			
	Ongoing	Maintain and cultivate program partners	New partners SCAC capacity for programming is extended	Executive Director
Systems	Technology			
	Ongoing	Adequate and appropriate technology and equipment available to staff	Needs assessment, system & equipment upgrades	Cathy Lee Deputy Directors
	Ongoing	Training in appropriate technology	Staff proficiency in appropriate hardware & software	Cathy Lee Human Resources
	Ongoing	Assess, improve current technology systems (internal/external)	Staff & constituent feedback	Cathy Lee
Staffing	Support staff capacity to deliver quality services			
	Ongoing	Professional development	Opportunities for training, skills	Human Resources

**South Carolina Arts Commission  
Fiscal Year 2017-2020 Strategic Plan**

			development, peer networking	
	Ongoing	Cross training on key agency functions	Back-up for key agency functions	Human Resources
	Ongoing	Planning and evaluation processes	Employee Performance Management System supports high performance and planning	Human Resources
	Ongoing	Ensure staff capacity for one-time and special projects	Annual workplans Workforce planning	Human Resources Executive Director
	Workforce Planning			
	Ongoing	Plan and manage transitions	Staff changes are managed smoothly with minimal impact on service to the public	Human Resources
	FY 2017	Adjust organizational structure to meet agency/state needs	Agency structure reflects efficient workflow and accountability	Executive Director Deputy Directors Human Resources
	Ongoing	Alternative staffing options	Maximize opportunities for interns, work/study, part-time, shared staffing and other innovative staffing practices	Human Resources
	Provide a safe and satisfying workplace			
	Ongoing	Compensation, benefits and incentives	Incentives for superior performance	Executive Director Human Resources
	Q2 2017	Compliance with policies and procedures	Meet/exceed state and federal employment practices, state and agency policies Keep agency policies and procedures current with state and federal regulations	Human Resources
	Ongoing	Maintain the SCAC facility	Provide an efficient, accessible, comfortable environment for the agency to do business	Victoria McCurry
	Ongoing	Ensure personal safety and security	Maintain/rehearse emergency response plans Provide training and information for employee safety Maintain building security and safety	Victoria McCurry
	Ongoing	Health and Wellness programs	Promote staff health and longevity Reduce illness, absences	Human Resources